Supervisory Management

INDEX/VOLUME 24

JANUARY-DECEMBER 1979

ARTICLES

Administration

Capital Budgeting: Plan Your Work and Work Your Plan *Jan.* 31
Help Fight CPD: Plan Your Report with Your Project and Optimize the Quality of Each *Dec.* 8
How to Deal with a Rotten Boss *Nov.* 20
Managing Without Obstacles: A Look at the Open Office *Apr.* 15
The Supervisor's Role in Accident Prevention *July* 31
The Turnover Trap *June* 2

Arbitration

IF YOU WERE THE ARBITRATOR
Lost Vacation *Jan.* 22
Denied Holiday Pay *Feb.* 27
The Parking Violation *Mar.* 23
Underpaid Overtime *Apr.* 23
The Full-Time Failure *May* 21
Lost Reporting Pay *June* 23
The Latecomer *July* 13
Washed Out Workday *Aug.* 15
Accident-Prone Sheila *Sept.* 29
The Conversationalist *Oct.* 23
Guilt by Association *Nov.* 25
No Cause for Celebration *Dec.* 15

Behavioral Sciences

Authentic Motivation: How Psychological Touching Works *Feb.* 19
Using Process in Performance Discussions: How to Deal with Personal Feelings and Needs *Mar.* 32
Using TA in Career Planning: How Not to Fall into the Parent- Child Trap *Feb.* 2

Communication

Are You a Closet Sexist? *May* 38
A Systems Approach to Business Writing *Oct.* 24
Becoming an Effective Listener *Aug.* 21
Chances Are You're Not Communicating *Oct.* 33
Face-to-Face Communication: Breaking Down the Barriers *Apr.* 8
How to Give and Receive Criticism Effectively *Mar.* 37
Mastering the Techniques of Two-Way Communication *Nov.* 2
Talking Pay Policy Pays Off *May* 2
The Art of Filtering *July* 9
When and How to Argue *Dec.* 16
Write to Be Seen *Mar.* 19

Cases

Ignorance Was Bliss (Sept. 1978) Discussion *Jan.* 44
Premature Promotion (Oct. 1978) Discussion *Feb.* 43
Trainee Trouble (Nov. 1978) Discussion *Mar.* 44
Where There's Smoke, There's Fire (Dec. 1978) Discussion *Apr.* 45

Supervisory Management

INDEX/VOLUME 24

JANUARY-DECEMBER 1979

ARTICLES

Administration

Capital Budgeting: Plan Your Work and Work Your Plan *Jan.* 31
Help Fight CPD: Plan Your Report with Your Project and Optimize the Quality of Each *Dec.* 8
How to Deal with a Rotten Boss *Nov.* 20
Managing Without Obstacles: A Look at the Open Office *Apr.* 15
The Supervisor's Role in Accident Prevention *July* 31
The Turnover Trap *June* 2

Arbitration

IF YOU WERE THE ARBITRATOR
Lost Vacation *Jan.* 22
Denied Holiday Pay *Feb.* 27
The Parking Violation *Mar.* 23
Underpaid Overtime *Apr.* 23
The Full-Time Failure *May* 21
Lost Reporting Pay *June* 23
The Latecomer *July* 13
Washed Out Workday *Aug.* 15
Accident-Prone Sheila *Sept.* 29
The Conversationalist *Oct.* 23
Guilt by Association *Nov.* 25
No Cause for Celebration *Dec.* 15

Behavioral Sciences

Authentic Motivation: How Psychological Touching Works *Feb.* 19
Using Process in Performance Discussions: How to Deal with Personal Feelings and Needs *Mar.* 32
Using TA in Career Planning: How Not to Fall into the Parent- Child Trap *Feb.* 2

Communication

Are You a Closet Sexist? *May* 38
A Systems Approach to Business Writing *Oct.* 24
Becoming an Effective Listener *Aug.* 21
Chances Are You're Not Communicating *Oct.* 33
Face-to-Face Communication: Breaking Down the Barriers *Apr.* 8
How to Give and Receive Criticism Effectively *Mar.* 37
Mastering the Techniques of Two-Way Communication *Nov.* 2
Talking Pay Policy Pays Off *May* 2
The Art of Filtering *July* 9
When and How to Argue *Dec.* 16
Write to Be Seen *Mar.* 19

Cases

Ignorance Was Bliss (Sept. 1978) Discussion *Jan.* 44
Premature Promotion (Oct. 1978) Discussion *Feb.* 43
Trainee Trouble (Nov. 1978) Discussion *Mar.* 44
Where There's Smoke, There's Fire (Dec. 1978) Discussion *Apr.* 45

Equal Time Allowed? ..... *Jan.* 42
Discussion ..... *May* 44
The Secret Saleswoman ..... *Feb.* 43
Discussion ..... *June* 42
The "Star" of the Team ..... *Mar.* 42
Discussion ..... *July* 42
The Blame Thrower ..... *Apr.* 43
Discussion ..... *Aug.* 43
To Tell the Truth ..... *May* 42
Discussion ..... *Sept.* 44
The Fiscal Crisis ..... *June* 40
Discussion ..... *Oct.* 42
The Plan That Backfired ..... *July* 40
Discussion ..... *Nov.* 41
Finished Before You Started .. *Aug.* 41
Discussion ..... *Dec.* 38
The Short Fuse ..... *Sept.* 42
Meeting Mania ..... *Oct.* 42
The Chameleon Boss ..... *Nov.* 39
The Christmas "Present" ..... *Dec.* 36

Compensation

Making Money the Motivator .. *Aug.* 16
Talking Pay Policy Pays Off .. *May* 2

Creativity

Creative Conflict Management *Nov.* 7
Creativity: The Supervisor's Secret Weapon ..... *June* 24
Toward a More Creative You: Unlocking Human Potential . *Oct.* 2

Employee Development

Career Counseling: Too Little, Too Late? ..... *Apr.* 24
Developing Your Secretary ... *Feb.* 10
Employee Participation Can Mean Increased Employee Satisfaction ..... *Feb.* 33
Explaining Job Enrichment ... *Nov.* 24
Identifying the Good, the Bad, and the Indifferent ..... *Apr.* 2
Redesigning and Reassigning Your Way to a Better Job .. *Aug.* 2
The Supervisor's Survival Guide: Involving Your Staff in the Decision-Making Process *Apr.* 31
Tomorrow's Employee: The Supervisor's Greatest Challenge ..... *June* 9
Your Best Ain't Good Enough *May* 14

Labor Relations

"Good Faith" Bargaining: What Does it Mean ..... *Oct.* 18
Walking the Supervisory Tightrope Between Management and Labor ..... *Dec.* 30

Leadership

Leading the Way to Success . *Sept.* 2
Portrait of the Manager as an Achiever ..... *Aug.* 10
Telling Subordinates What to Do and How to Do It ..... *July* 21
The Supervisor's Survival Guide: Being Group Leader *Mar.* 24

Management Development

Changing an Ineffective Boss into a Model Manager ..... *July* 14
Fear of Failure—the Supervisor's Greatest Enemy .... *Dec.* 2
Managing Failure ..... *June* 17
Paving the Rocky Road to Managerial Success ..... *Mar.* 9
The Model Manager: Management Development Through Behavior Modeling ..... *Jan.* 14
Toward a More Creative You: Unlocking Human Potential . *Oct.* 2

Management Style

The Supervisor's Survival Guide: Involving Your Staff in the Decision-Making Process *April* 31
Managerial Exercises for a Healthy Department ..... *Mar.* 2
Managing in Style ..... *Sept.* 20
Managing Versus Management by Results ..... *May* 31
Preventive Management in the Smaller Firm ..... *Sept.* 38
Problem-Solving Techniques That Always Cause Problems *Sept.* 16
Separation Isn't Simple ..... *Sept.* 12
The Pygmalion Effect in Man-

agement ..... *Feb.* 15
The Supervisor's Survival Guide: The Great Balancing Act ..... *May* 22

Management Techniques

Bringing MBO Back to Basics *July* 25
Creative Conflict Management *Nov.* 7
Guidelines for Effective Delegation ..... *Oct.* 14
The Job Description: Setting Standards for Employee Development ..... *Feb.* 38
The Supervisor's Survival Guide: Making Quantified Evaluation Systems Work for You ..... *Feb.* 24

Meetings

Huddling to Get Results ..... *July* 2
Making Your Meetings Count *July* 35

Motivation

Authentic Motivation: How Psychological Touching Works ..... *Feb.* 19
Making Money the Motivator .. *Aug.* 16
Try a Little Positive Reinforcement ..... *Oct.* 36
Understanding and Using Motivation ..... *Jan.* 9
Unlocking the Secret of Job Satisfaction ..... *May* 17

Performance Appraisal

A Primer on Performance Appraisals ..... *June* 35
Documenting Employee Performance ..... *Sept.* 30
Rethinking Present Appraisal Systems ..... *Mar.* 14
The Supervisor's Survival Guide: Using Job Behavior to Measure Employee Performance ..... *Jan.* 23
Using Process in Performance Discussions: How to Deal with Personal Feelings ..... *Mar.* 32
Using TA in Career Planning: How Not to Fall into the Parent-Child Trap ..... *Feb.* 2

Productivity

Diagnosing and Treating the Symptoms of Low Productivity ..... *Aug.* 29
Managing for Productivity .... *Oct.* 29
The Light at the End of the Productivity Tunnel ..... *June* 29

Supervisor's Survival Guide:

Being Group Leader ..... *Mar.* 24
Involving Your Staff in the Decision-Making Process *Apr.* 31
Making Quantified Evaluation Systems Work for You ... *Feb.* 24
The Great Balancing Act ... *May* 22
Using Job Behavior to Measure Employee Performance ..... *Jan.* 23

Supervisory Relations

An Empirical Approach to Change ..... *Jan.* 2
Changing the Rules: How to Win at Supervision ..... *June* 12
Developing Your Secretary ... *Feb.* 10
Telling Subordinates What to Do and How to Do It ..... *July* 21
Toward a More Creative You: The Actualizing Executive .. *Dec.* 22

Time Management

The "Deadline" Syndrome ... *Oct.* 14
Time Management: Making Every Minute Count ..... *Aug.* 35

Your Personal Management

How to Finance Your Children's College Education ..... *Jan.* 39
Personal Disability Insurance: The Extra Coverage You May Need ..... *June* 38
Six-Second Exercises to Fight Driver Fatigue ..... *Apr.* 39
Tax Sales—Potential Bargains for Bidders ..... *Nov.* 36

AUTHORS

Arthur, Diane. Guidelines for Effective Delegation ..... *Oct.* 9
Baker, H. Kent. The Turnover Trap ..... *June* 2
Beam, Henry H. Bringing MBO Back to Basics ..... *July* 25
Brown, Darrel R. Try a Little Positive Reinforcement ..... *Oct.* 36
Carroll, Archie B. Paving the Rocky Road to Managerial Success ..... *Mar.* 9
Carter, Deborah Ann. The Light at the End of the Productivity Tunnel ..... *June* 29
Champagne, Paul J. Explaining Job Enrichment ..... *Nov.* 24
Cohen, Arthur M. Using Process in Performance Discussions: How to Deal with Personal Feelings and Needs ..... *Mar.* 32
Using TA in Career Planning: How Not to Fall into the Parent-Child Trap .. *Feb.* 2
Corey, James. The Fear of Failure—the Supervisor's Greatest Enemy ..... *Dec.* 2
Davidson, David S. Employee Participation Can Mean Increased Employee Satisfaction ..... *Feb.* 33
DeGise, Robert F. A Systems Approach to Business Writing ..... *Oct.* 24
Delaney, W.A. The Art of Filtering ..... *July* 9
When and How to Argue ..... *Dec.* 16
English, Jack W. and Jay I. Gottesman. Telling Subordinates What to Do and How to Do It ..... *July* 21
Flynn, W. Randolph and William E. Stratton. Changing an Ineffective Boss into a Model Manager ..... *July* 14
Foegen, J.H. Separation Isn't Simple ..... *Sept.* 12
Ford, Robert N. Redesigning and Reassigning Your Way to a Better Job ... *Aug.* 2
Ford, T. Mitchell. Tomorrow's Employee: The Supervisor's Greatest Challenge ..... *June* 9
Gambill, Ted. R. Career Counseling: Too Little, Too Late? ..... *Apr.* 24
Golding, Michael S. Walking the Supervisory Tightrope Between Management and Labor ..... *Dec.* 30
Has, Frederick. Problem-Solving Techniques That Always Cause Problems . *Sept.* 16
Hall, Jay and Robert K. Glasgow. Portrait of the Manager as an Achiever .. *Aug.* 10
Haynes, Marion E. Becoming an Effective Listener ..... *Aug.* 21
Hermone, Ronald. Creativity: The Supervisor's Secret Weapon ..... *June* 24
Hill, James W. Help Fight CPD: Plan Your Report with your Project and Optimize the Quality of Each ..... *Dec.* 8
Johnson, Sidney P. Leading the Way to Success ..... *Sept.* 2
Kagerer, Rudolph L. Preventive Management in the Smaller Firm ..... *Sept.* 38
Kleiner, Brian H. How to Give and Receive Criticism Effectively ..... *Mar.* 37
Konczal, Edward F. The Supervisor's Role in Accident Prevention ..... *July* 31
Kovach, Kenneth A. "Good Faith" Bargaining: What Does it Mean ..... *Oct.* 18
Kushnell, Robert E. Identifying the Good, the Bad, and the Indifferent ..... *Apr.* 2
Labovitz, George H. Managing for Productivity ..... *Oct.* 29
Lesley, Phillip. Mastering the Techniques of Two-Way Communication ..... *Nov.* 2
Lorey, Will. The Chameleon Boss (Case) ..... *Nov.* 39
To Tell the Truth (Case) ..... *May* 42
Maddox, Eva. Managing Without Obstacles: A Look at the Open Office ..... *Apr.* 15

Mangrum, Claude T. Managerial Exercises for a Healthy Department ..... *Mar.* 2
McAlindon, Harold R. Toward a More Creative You: Unlocking Human Potential *Oct.* 2
Toward a More Creative You: The Actualizing Philosophy ..... *Nov.* 12
Toward a More Creative You: The Actualizing Executive ..... *Dec.* 22
McDougle, Larry G. The Job Description: Setting the Standard for Employee Development ..... *Feb.* 33
Time Management: Making Every Minute Count ..... *Aug.* 35
Merrell, V. Dallas. Huddling to Get Results ..... *July* 2
Mode, V. Alan. Making Money the Motivator ..... *Aug.* 16
Morano, Richard A. Unlocking the Secret of Job Satisfaction ..... *May* 14
Mortimer, Norma. How to Deal with a Rotten Boss ..... *Nov.* 20
Write to Be Seen ..... *Mar.* 19
Niles, John L. Diagnosing and Treating the Symptoms of Low Productivity ..*Aug.* 29
Nirenberg, John. Managing Failure ..... *June* 17
Nurock, Robert. How to Finance Your Children's College Education ..... *Jan.* 39
Petrie, Donald J. Talking Pay Policy Pays Off ..... *May* 2
Preston, Paul. Creative Conflict Management ..... *Nov.* 7
Rosenbaum, Bernard L. Understanding and Using Motivation ..... *Jan.* 9
Sanders, Wayne. Chances Are You're Not Communicating ..... *Oct.* 33
Schachat, Robert and Joel Anastasi. Fact-to-Face Communication: Breaking Down the Barriers ..... *Apr.* 8
Sharp, Arthur G. The "Deadline" Syndrome ..... *Oct.* 14
Shaw, Malcolm. The Model Manager: Management Development Through Behavior Modeling ..... *Jan.* 14
Managing in Style ..... *Sept.* 20
Sikula, Andrew F. and John P. Sikula. Rethinking Present Appraisal Systems ..... *Mar.* 14
Singleton, John P. Managing Versus Management by Results ..... *May* 31
Smith, Howard L. An Empirical Approach to Change ..... *Jan.* 2
Smith, Michael. Documenting Employee Performance ..... *Sept.* 30
Steffens, John L. Tax Sales—Potential Bargains for Bidders ..... *Nov.* 36
Personal Disability Insurance: The Extra Coverage You May Need ..... *June* 38
Steigler, Christine G. Are You a Closet Sexist? ..... *May* 38
Thompson, Ken and Robert E. Pitts. The Supervisor's Survival Guide: Being Group Leader ..... *Mar.* 24
Involving Your Staff in the Decision-Making Process ..... *Apr.* 31
Making Quantified Evaluation Systems Work for You ..... *Feb.* 24
The Great Balancing Act ..... *May* 22
Using Job Behavior to Measure Employee Performance ..... *Jan.* 23
Tombari, Henry A. Making Your Meetings Count ..... *July* 35
Van Almsick, Ginny. The Pygmalion Effect in Management ..... *Feb.* 15
Von Bergen, C.W. and Patrick J. Germany. Your Best Ain't Good Enough .*May* 14
Von der Embse, Thomas J. and Herbert E. Brown. Authentic Motivation: How Psychological Touching Works ..... *Feb.* 19
Williamson, Denny. A Primer on Performance Appraisals ..... *June* 35
Young, A.E. Capital Budgeting: Plan Your Work and Work Your Plan ..... *Jan.* 31
Yerys, Arlene and Beverly Hyman. Developing Your Secretary ..... *Feb.* 10
Zierden, William E. Changing the Rules: How to Win at Supervision ..... *June* 12